

CIVIC PARTNER 2022 ANNUAL REPORT SNAPSHOT- SILVERA FOR SENIORS

SILVERA FOR SENIORS

Our Purpose: To support seniors to live their best life.

One Calgary Line of Service: Affordable Housing

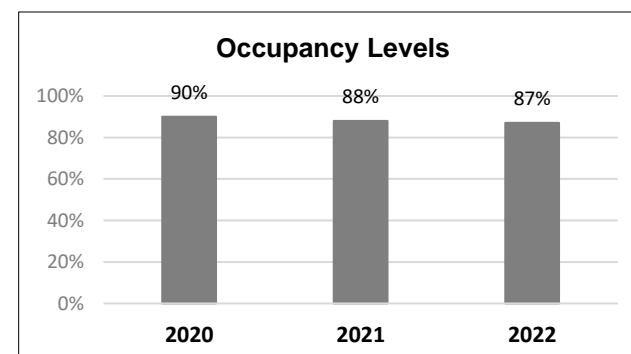
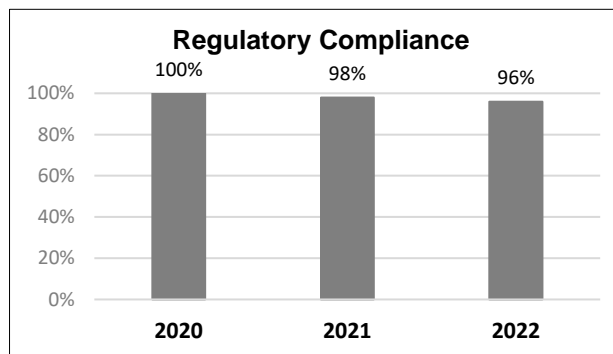
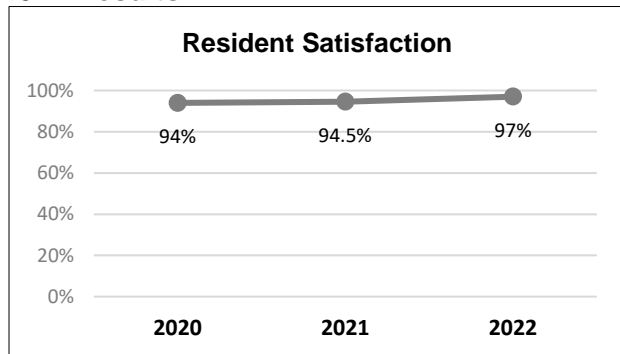
Registered Charity

2022 City Investment

Operating Grant: \$7,830,000

Capital Grant: \$763,182

2022 Results



The story behind the numbers

- Resident satisfaction increased in a number of areas, particularly dining, maintenance, housekeeping and Life, Learning & Leisure programs. Overall, residents reported high satisfaction scores for feeling safe, respected, empowered and having choice. Voted as Calgary’s top seniors housing provider.
- Silvera continued to operate within a highly regulated industry and reported regularly to regulators on all the legislated compliance requirements.
- Post pandemic occupancy recovery was challenging with a higher turnover in lodge units, making it difficult to reach pre-pandemic occupancy levels.

Addressing climate change

Following an energy audit, completed installation of high efficiency boilers at Spruce Commons, and LED lighting. All Silvera communities recycle and compost organic waste. Purchased environmentally friendly furniture and water-saving fixtures for the new Gilchrist Commons and implemented 12 donor-funded senior-friendly bicycles as part of the Silvera Athlete Program at Bridgeland, Gilchrist and Westview communities.

Advancing equity, diversity and inclusion; and racial equity

Launched an equity, inclusion and diversity education tutorial for all employees and required staff who are supervisors and above to take the Sheldon Kennedy Institute’s Respect in the Workplace program and maintain certification every three years. Hired a Chief External Relations Officer to lead outreach and engagement with key community groups to ensure operations are welcoming to all Calgarians.



SILVERA FOR SENIORS Civic Partner 2022 Audit Report

Civic Partner Name: Silvera for Seniors

Legal Structure: Legislated Body (Alberta Housing Act; Ministerial Order H:029/16)

Manage/operate a City-owned asset: Not directly. Silvera operates assets that are part of the Municipal Lodge program which are funded by the City.

1. What is your organization's guiding mission or mandate?

Purpose: Live your best life.

Values: Accountability, Relationships, Innovation and Honesty

2. What top 3-5 key results did your organization achieve in 2022 that contributed to one or more of key City strategies or plans or [Citizen Priorities](#) (a prosperous city, a city of safe and inspiring neighbourhoods, a city that moves, a healthy and green city)?

Safe & Inspiring Neighbourhoods:

- Silvera for Seniors provided safe and affordable supportive living housing to **new** 247 low-income Calgary seniors that submitted applications in 2022. Additionally, transitioned 94 residents at the close of two 60-year-old lodges.
- As a provider of affordable independent seniors living in Calgary, Silvera advanced the development of its Capital growth strategy by: 1) partnering with the City of Calgary to secure funding from the Government of Canada and the Government of Alberta to add 47 new affordable housing units in the community of Livingston; 2) securing land-use changes to increase the density of affordable housing at its Shawnessy Commons location; and) securing the sub-division of its Bridgeland/East Riverside properties, paving the way for the land to be leveraged for future growth in Silvera's affordable housing portfolio and the re-development of the Bridgeland/East Riverside community.

Healthy & Green City

- Silvera implemented several energy efficiency upgrades in four of its supportive living (lodge) communities, including high efficiency hot water heating boiler/domestic hot water and LED lighting upgrades.
- As result of feedback from the 2021 resident engagement survey, Silvera implemented 12 donor-funded senior-friendly bicycles as part of the Silvera Athlete program in Gilchrist Commons, Westview Town Suites and the community of Bridgeland to support Calgary's bicycle-friendly city initiative.
- Silvera continues waste management and recycling as a core part of dining and housekeeping services.

Well Run City

- Decommissioned 120 aging and inefficient supportive living/lodge units at end of their lifecycle, (Confederation Park and Valleyview) and transferred residents to a new and modern community (Gilchrist Commons) to ensure continued access to safe, quality seniors' housing at a cost that is responsible to taxpayers.
- Silvera has strong corporate governance and organizational oversight with volunteer Board/committees and executive.
- Community development plans include community engagement.

Enabling Services

- Silvera maintains all facilities within budget allowances, addressing risks, and resulting in strong resident satisfaction.
- As a major employer, Silvera works to maintain workforce stability and achieve compliance in a heavily regulated sector. This is done while still recognizing with current funding levels it remains a challenge to close the gap in wages with market competitors.
- Silvera invests in organizational health and safety practices, safety audits, emergency response preparedness; supports staff with the necessary training for compliance and culture building; and actively engages in opportunities to enhance organizational efficiencies.
- Silvera implements central procurement and inventory management practices to ensure cost-efficient volume purchasing.

3. Performance measures help demonstrate the return on The City’s investment in a partner’s operations. Please identify performance measures that reflect your organization’s impact in 2022 (how much you did, how well you did it, and how the people you serve are better off).

	Performance Measure Name	2020 results	2021 results	2022 results	How does this measure reflect your organization’s impact?
How much did you do?	a. Regulatory Compliance	a.100%	a. 98%	a.96%	Silvera continues to operate within a highly regulated industry and reports regularly on all the legislated compliance requirements from WCB, PPIC, FOIP, Environmental regulations, CRA, Accommodation & Licensing Standards (100% compliance), COR for injury reduction, OHS, and Public Health. Regular and mandatory staff training is delivered annually to maintain effective staff awareness of compliance needs. Silvera managed COVID-19 outbreaks with 100% compliance and operationalized all 2022 public health orders, including the final lift of restrictions. In 2022, Silvera achieved 88% on the COR Health & Safety audit, therefore resulting in an overall 96% compliance score.
	b. Maintain Occupancy	b. 90%	b. 88%	b. 87%	Post pandemic occupancy recovery has been challenging in Silvera’s supportive living (lodge) communities. Beyond the lingering public health/safety perceptions of congregated living settings that emerged during the pandemic, Silvera is seeing general trends of higher turnover within its lodge units, making it more difficult to reach occupancy levels achieved prior to the pandemic. Since 2020, Silvera has seen a 16% reduction in average length of stay in these communities. This is a result of seniors staying in their home longer, coming to Silvera at an older age, and moving on to higher level of care or passing away sooner than Silvera has historically experienced. While Silvera averaged 21 resident move-ins per month in 2022, occupancy increases were limited because of resident move-outs, averaging 20 per month (a 20% increase from 2020/21 levels). 82% of these move-outs are a result of residents moving to a higher level of care or passing away.
	c. Employee Engagement	c. 85%	c. 82%	c. Not measured in 2022.	In the past couple of years Silvera has adjusted its employee feedback methods, include periodic employee touchdown surveys throughout the year. In 2022, the employee engagement question was removed from these surveys. The employee survey asked five questions about regular meetings with supervisors, pension participation, communications and pandemic recovery. The participation rate was lower than expected (36%), but of those respondents, 86% strongly agreed that their supervisor/manager understands and supports their mental health workplace needs, and 90% agree or strongly agree they are getting the time off needed to recover. Employee turnover in 2022 decreased marginally from the previous year to end at 16% for full-time employees and 7% for part-time employees. While normal for our sector, this included both voluntary and involuntary terminations. The biggest reasons for the turnover were for other roles at higher salaries and for health reasons, reflecting the emotional and physical challenges of the work on an aging workforce. This reflects the current overall change in the employment market

					around Calgary as businesses reopen and adjust to their new reality, especially in the hospitality sector.
	d. Resident satisfaction	d. 94%	d. 94.5%	d. 97%	Achieved a record resident response rate (20% increase from 2021) for our 2022 Resident Engagement Survey, as evidenced by a 54% overall response increase. Lodge residents accounted for 58% of responses. Resident satisfaction has increased in all Silvera service programs, in particular dining, maintenance, housekeeping and Life, Learning & Leisure programs. Overall, residents reported high satisfaction scores for feeling safe, respected, empowered and having choice.
How well did you do it?	<p>a. Silvera communities passed all inspections and regulatory audits with 100% compliance. Pandemic preparedness best practices, which were key to Silvera’s effective COVID-19 management, were incorporated into Silvera’s annual outbreak prevention, control and management protocols.</p> <p>b. The Silvera has worked hard to fill vacancies within its supportive living lodges by allocating additional resources to its leasing team and expediting its application process (resulting in a 40% reduction in the average placement cycle from the time Silvera is first contracted). As a result, Silvera placed 247 new low-income residents into a supportive living (lodge) unit in 2022. This is equal to the number of placements in 2019 (pre-pandemic) and increase of 45% and 11% from 2020 and 2021 respectively. In addition, the Silvera leasing team also supported the transition of 94 residents from the Confederation Park & Valleyview lodges (buildings closed) to the newly constructed Gilchrist Commons lodge in 2022.</p> <p>c. Staff continued to remain highly engaged in Silvera’s purpose and mandate throughout 2022. Workforce efficiencies implemented in 2022 were embraced by staff, including preparedness to welcome volunteers in Silvera communities in 2023. Silvera celebrated an in-person annual employee conference summer of 2022 to recognize long service awards and re-engage staff.</p> <p>d. Silvera was again selected as Postmedia’s Readers’ Choice for Calgary’s top seniors’ residence provider in 2022, affirming that we are recognized for providing quality homes for seniors. 71% of supportive living residents reported as having accessed partner paramedical/wellness partner services since August 2022, which operate out of supportive living (lodge) buildings and work within residents’ benefit limits (footcare, mobile dental hygiene, eyecare, hearing aid practitioner, chiropractor, spa salon, community geriatrician, pharmacy and massage therapy). Residents expressed a high degree of satisfaction with having convenient access to these age-in-place services to promote health and wellness, especially following prolonged pandemic isolation. Residents also reported high degree of social and mental health recovery from pandemic effects, due to Silvera’s ability to effectively manage resident and staff safety throughout and following the lift of public health restrictions. This was evidenced by increased supportive living resident participation in resident programs and events. Silvera’s excellence and service innovation were featured in several local newspapers and CTV coverage throughout 2022.</p>				
How are Calgarians better off?	<p>Seniors are able to live independently in community by having access to safe housing, quality services and necessary supports to age in place. To cost-efficiently build capacity in supporting seniors’ independence and wellness, Silvera strategically partnered with seniors-serving community organizations throughout 2022. These innovative partnerships improved seniors’ connectivity and access to the resources available in Calgary, such as tax clinics, local pools and leisure centres, health & paramedical services, community associations, post-secondary schools, sport-oriented and learning-oriented associations, as well as art communities. In addition to Silvera communities offering hospitality services and a culture that support social health, independence and seniors having a purpose; senior Calgarians have improved access to wellness partner services and health education, essential to ageing in place. During 2022, Silvera demonstrated that creative partnerships and supportive living service innovation contributed to decreased transfers to higher level of care as evidenced by reduction from 57% during 2021 to 50% during 2022. This trend highlights the potential of effective and cost-efficient community age-in-place strategy for older Calgarians. Specialty services out of two lodges continue to allow seniors with early-onset dementia and mobility challenges to remain living independently in community with supports, as opposed to transitioning to Designated Supportive Living (DSL), a higher-cost option at greater cost to taxpayers. Silvera communities continue to be safe, well maintained, and landscaped; therefore, these communities contribute to the health of Calgary neighbourhoods. Staff continue to have meaningful, stable jobs and career opportunities within a growing and diverse sector. By having their needs met, many of Silvera residents are able to focus on self-organizing to give back to Calgary community via volunteerism and meaningful contributions ex. knitted articles for local children’s hospital.</p>				

- 4. What are examples of benchmarks your organization uses to evaluate and improve performance and operations, and increase your organization’s impact?**
- a) Please provide examples of benchmarks, and how this information is being used to support continuous improvement.**
 - b) Please indicate your current and targeted performance in comparison to these benchmarks**

In 2022 Silvera implemented a balanced scorecard performance management system to align key performance indicators (KPIs) and targets with our strategic organizational imperatives and annual priorities. The following is an example of these benchmark KPIs, targets, and performance measures for 2022.

a) Performance Benchmarks		b) Benchmark Targets/Performance	
Strategic Imperatives:	KPI's	2022 Target	2022 Performance
Support residents to live fully and age successfully	• Resident satisfaction	>90%	97%
	• Reduce resident transitions to higher level of care	<45%	50%
Create dynamic communities	• Supportive living (lodge) occupancy	88%	87%
Maintain financial discipline	• Supportive living (lodge) EBITDA	\$870,000	\$1,428,000
Build a high-performance culture	• Employee Turnover	FT <20% PT <25%	16% 7%
	• Employee Satisfaction	>80%	Not collected*
Steward a trusted reputation	• Calgarians familiar with Silvera	35%**	
	• Calgarians have positive view of Silvera	47%**	

* In 2022, Silvera decided to stop collecting data on this metric as part of its desire to improve the type of information collected from employees to get a quicker snapshot so management can address employee concerns in real time.

** Silvera completed an initial public opinion survey in July 2022 to establish a baseline benchmark with plans to track progress against this baseline every 18 months.

- 5. What key results or progress was achieved in 2022 that reflected your organization’s changes to strategies, programs or services to better address equity, diversity or inclusion, or support racial equity?**
- In 2022, Silvera launched as part of our membership in the Alberta Senior Citizens Housing Association (ASCHA) the Equity, Inclusion and Diversity education tutorial module for all employees. We require all supervisors and above to take the Sheldon Kennedy Institute’s *Respect in the Workplace* program on BAHD behaviours and maintain their certification every three years.
 - Late in 2021/early 2022 Silvera creates an External Relations department and hired a Chief External Relations Officer to lead Silvera’s outreach and engagement with key groups in the community.

Throughout 2022, capacity within this new department was created so that in 2023 Silvera will be able to build relationships with groups/organizations in Calgary that represent marginalized citizens in order to grow Silvera’s organizational capacity in engagement of all citizens and ensure Silvera communities are welcoming to Calgarians of all walks of life.

6. What steps did your organization take in 2022 to advance any respective calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City’s White Goose Flying Report](#)?

- In 2021, Silvera committed to the journey of truth and reconciliation with our indigenous neighbours and community members. In 2022, we recognized National Truth and Reconciliation Day on September 30 with a combination of employee education and a symbolic gesture of planting flowers in our supportive living (lodge) communities throughout Calgary. This year’s education topic was treaty education - the history and outline of treaty boundaries throughout Alberta.
- Furthermore, in 2022 Silvera attempted (to various degrees of success) to involve indigenous leaders/elders in its activities and build meaningful relationships with these communities. This included involvement of a Tsuut’ina Nation elder in the opening of our Westview campus and several meetings with indigenous leaders with our executive and senior management team. Building meaningful and authentic relationships with indigenous leaders and communities requires internal capacity building and a dedicated organizational focus; Silvera will continue this journey by making this a priority in 2023.

RESOURCES

7. Please outline how the City’s operating funding was allocated in 2022.

0.0%	Advertising and promotion
13.4%	Programs or services
0.2%	Office supplies and expenses
0.0%	Professional and consulting fees
47.5%	Staff compensation, benefits, development and training
1.0%	Fund development
0.1%	Purchased supplies and assets
4.9%	Facility maintenance
0.1%	Evaluation or research
32.8%	<i>Other, please name: Administration (19.8%), Utilities (7.6%), Amortization (5.2%)</i>

8. Did volunteers support your operations in 2022?

- Silvera had limited volunteer engagement in 2022 given that pandemic restrictions were in place for the supportive living sector until July and that post-pandemic volunteerism has been tentative. Silvera used this downtime to re-think its volunteer vetting and management processes for 2023.
- While Silvera was unable to implement a full volunteer program in 2022, several of our communities began to welcome back corporate groups through Silvera Care Days. Though this initiative, Silvera welcomed back five corporate partners and introduced one new corporation to Silvera Care Days. In In 2022, Silvera Care Days engaged volunteers for projects that varied from flower planting, garden clean-up, activities with residents and a Remembrance Day project where Suncor and a local school

collaborated to paint over 1,000 poppies that were placed on the fence behind our Aspen community to honour our veterans.

How many volunteers?	322
Estimated total hours provided by volunteers:	1,932

9. Did your organization receive any awards or recognition in 2022 that you want to highlight?

- Silvera was the proud recipient of Postmedia’s Readers’ Choice Gold Award for 2022-2023.
- Silvera’s CEO, outgoing Board Chair, and other board members received the Queen's Platinum Jubilee medal for significant contributions to Alberta in 2022.
- Silvera received the Best Places to Work in October 2022 from Canadian HR Reporter.

10. What changes did your organization implement in 2022 to address climate change, for example, operational or program changes that reduced greenhouse gas emissions (GHG), air/water pollution, or waste that aligned with [The City’s Climate Change Program](#) including Council’s Climate Emergency Declaration?

- Guided by an organizational energy audit:
 - Silvera upgraded a hot water heating boiler and a domestic hot water boiler with high efficiency options at Spruce Commons.
 - Silvera installed LED lighting in several buildings, replacing 75% of the conventional fixtures at Beaverdam Commons, 50% of conventional fixtures at Bow Valley Commons, and 20% of conventional fixtures at Aspen Commons.
- As part of the construction and commissioning of Gilchrist Commons supportive living community, Silvera purchased environmentally friendly furniture and water-saving fixtures.
- Initiated refurbishment planning at Shawnessy Commons that would include LED lighting upgrades.
- Each Silvera community actively recycles and manages compostable organic waste as part of regular building operations to support environmental sustainability.
- As result of the 2021 resident engagement survey feedback, Silvera implemented 12 donor-funded senior-friendly bicycles as part of Silvera Athlete program in Bridgeland, Gilchrist and Westview communities to support bicycle-friendly city initiative.
- There may be additional opportunities for Silvera to significantly reduce its environmental and GHG footprint, however many barriers remain, including organizational capacity and capital funding (over and above traditional CMR funding) required to invest in energy efficiency and alternative energy production.
- In 2023, Silvera has made it a priority to begin the initiation stages of developing an Environmental, Social, and Governance framework for the organization, which will assist with aligning Silvera with the City of Calgary Climate Change Program/Climate Emergency Declaration. However, given the limited organizational funding/capacity identified above, substantial progress on both the overarching framework/strategy and specific emission reductions is anticipated to be slow.

11. CAPITAL PROJECTS AND ASSET MANAGEMENT (for Civic Partners managing City-funded assets)

a. What are 3-5 capital projects undertaken in 2022 that were funded by The City?

The following projects relate to assets that are under the Municipal Lodge Program with capital maintenance funded by the City of Calgary. These are not City owned assets.

Property	Project	City Funding (2022)	Benefit (service improvement, efficiency, improved condition)
Beaverdam Commons	Resident corridors	\$92,357	Improved wayfinding for early dementia residents, introducing separate neighbourhoods in each corridor and common spaces. Corridors and resident doors are painted different colours with larger door signage to improve resident wayfinding. Installed LED lighting fixtures, improving energy efficiency. Carpets were replaced with LVF, reducing facilities maintenance costs, and improving cleanliness.
Spruce Commons	Domestic water heating boilers & heating boiler replacements	\$73,636	Replaced both the domestic hot water heating and heating boilers with high efficiency units. This replacement project improved reliability energy efficiency, and reduced on-demand maintenance.
Aspen Commons	Hot water tanks and furnace replacement and interior renovations	\$502,779	Replaced domestic hot water tanks and common area furnace with a high efficiency hot water tanks and high efficiency furnace. This replacement project improved reliability, energy efficiency, and reduced on-demand maintenance. Renovated common area on main floor, improving resident services accessibility. Installed LED lighting fixtures in common areas improving energy efficiency.
Shawnessy	Exterior upgrades and functional changes.	\$46,116	Functional changes and landscape upgrades.
Bow Valley	Common area, furniture, fixtures and equipment	\$48,293	Common area window replacement, finishes, furniture, fixtures and equipment.
Total		\$763,182	

Silvera also completed the closure of the Confederation Park and Valleyview lodges in 2022, moving residents to the new Gilchrist Commons in Pineridge. The City of Calgary funded \$2,075,000 in furniture, fixture and equipment purchases in 2021 and 2022 to prepare Gilchrist Commons for the arrival of these residents.